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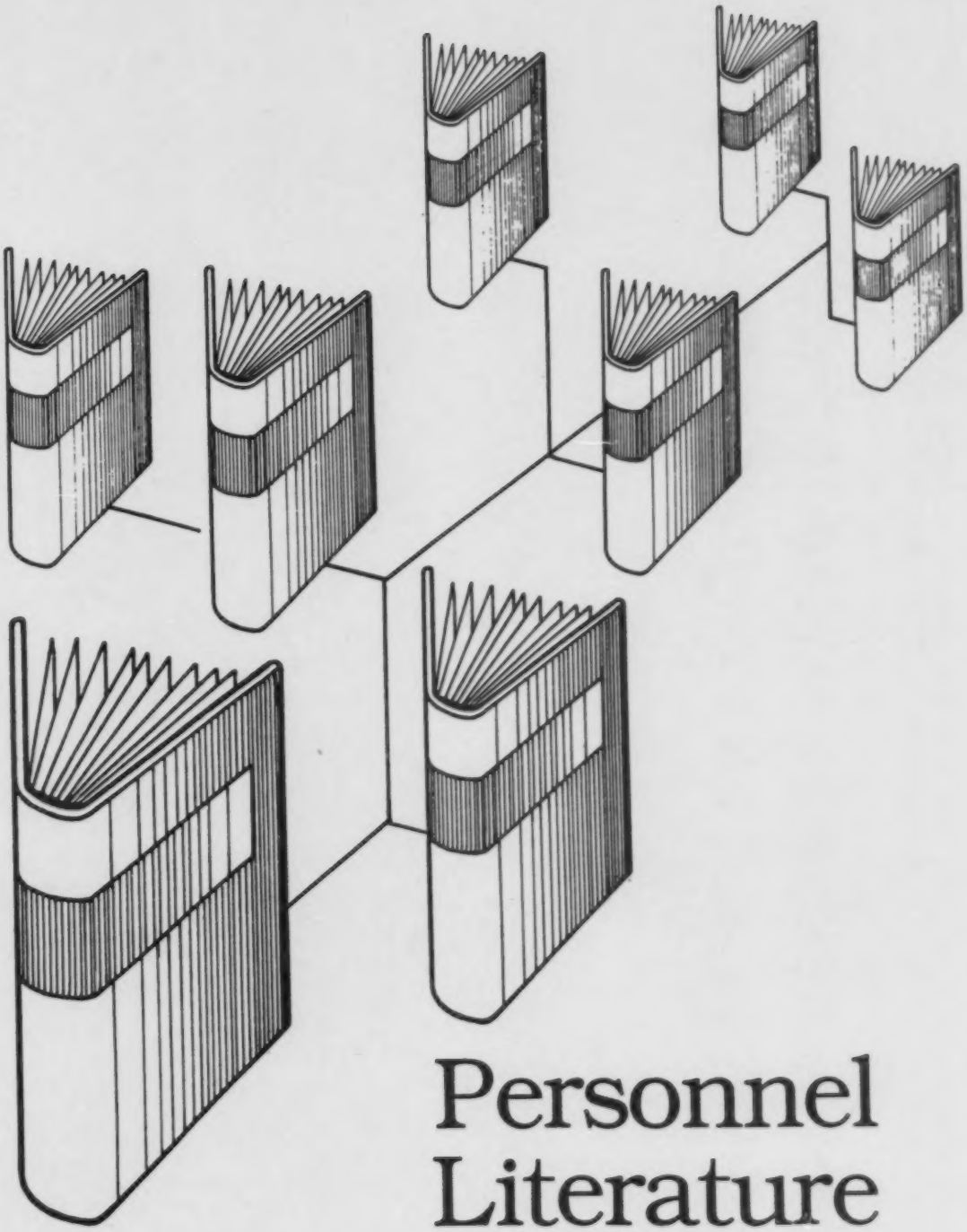

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CAREER PLANNING

4-1

Tucker, Robert and Milan Moravec.

Do-it-yourself career development. **Training,** 29:48-50+, February 1992.

Descriptors: *Employee development--Case studies / *Personal development / *Success in employment / *Career planning.

CAREER STAFFING

4-2

Caudron, Shari.

Recruit qualified employees from the military. **Personnel journal,** 71:117+, May 1992.

Descriptors: *Career staffing--Methods / *Military personnel / *Placement--Automation--Case studies.

4-3

Scott, Mary E.

Internships add value to college recruitment. **Personnel journal,** 71:59-60, April 1992.

Descriptors: *College graduates--Recruitment / *Internship.

4-4

Sillup, Sandy.

Applicant screening cuts turnover costs. **Personnel journal,** 71:115-116, May 1992.

Descriptors: *Selection--Methods / *Claims examiners--Selection / *Tests.

CHANGE, ORGANIZATIONAL

4-5

Diamond, Michael A.

Treating the parataxic organization: an example of intervention strategy. **Administration & society,** 24:61-80, May 1992.

Descriptors: *Change, Organizational--Research / *Change, Organizational--Case studies.

4-6

Haveman, Heather A.

Between a rock and a hard place: organizational change and performance under conditions of fundamental environmental transformation. **Administrative science quarterly,** 37:48-75, March 1992.

Descriptors: *Change, Organizational--Research / *Change, Organizational--Case studies.

4-7

Marks, Mitchell Lee and Philip H. Mirvis.

Track the impact of mergers and acquisitions. **Personnel journal,** 71:70-72+, April 1992.

Article adapted from the author's book, **Managing the Merger** (Prentice-Hall, 1991).

Descriptors: *Change, Organizational--Administration / *Consolidation and merger of corporations.

CIVIL SERVICE

4-8

Emmert, Mark A. and Walied A. Taher.
Public sector professionals: the effect of public sector jobs on motivation, job satisfaction and work involvement. **American review of public administration,** 22:37-48, March 1992.
Descriptors: *Job satisfaction research / *Motivation research / *Professional employees / *Blue collar workers / State employees.

CIVIL SERVICE, FEDERAL

4-9

Richbourg, Luke.
Federal temps: exposing abuses in the system. **Government executive,** 24:30-31, May 1992.
Descriptors: *Temporary employees / Federal government.

COMMUNICATION

4-10

Bodin, Madeline.
Making the most of your telephone. **Nation's business,** 80:62, April 1992.
Descriptors: *Telephone etiquette.

4-11

Buhler, Patricia.
The other component of communication--listening. **Supervision,** 53:19-20+, May 1992.
Descriptors: *Communication techniques / *Listening/ *Nonverbal communication.

4-12

How well do you speak? **Supervision,** 53:11-13, May 1992.
Descriptors: *Communication techniques / *Public speaking.

4-13

Nixon, Carol T. and Glenn E. Littlepage.
Impact of meeting procedures on meeting effectiveness. **Journal of business and psychology,** 6:361-369, Spring 1992.
Descriptors: *Meetings--Research / *Communication in management--Research.

4-14

Rosenbaum, Bernard L.
Making presentations: how to persuade others to accept your ideas. **Supervision,** 53:9-10, May 1992.
Descriptors: *Communication techniques / *Public speaking.

4-15

Yates, Joanne and Wanda J. Orlikowski.
Genres of organizational communication: a structurational approach to studying communication and media. **Academy of Management review,** 17:299-326, April 1992.
Descriptors: *Communication--Research.

COMPENSATION

4-16
Benson, Tracy E.
Quality and teamwork get a leg up. **Industry week,** 241:66-68, April 6, 1992.
Descriptors: *Compensation administration.

4-17
Judicial salary setting. **Survey of judicial salaries** (National Center for State Courts), 18:1-11, January 1992.
Descriptors: *Judges--Pay--Surveys / State government.

4-18
Kulik, Carol T. and Maureen L. Ambrose.
Personal and situational determinants of referent choice. **Academy of Management review,** 17:212-237, April 1992.
Descriptors: *Pay research / *Equity--Theory.

4-19
Maurice, Arthur J.
State government employee compensation in perspective. **Government union review,** 13:27-36, Winter 1992.
Descriptors: *Compensation--Comparative studies / *State employees--Pay / *Fringe benefits--Comparative studies / New Jersey.

4-20
Perry, Nancy J.
Talk about pay for performance! **Fortune,** 125:77, May 4, 1992.
Descriptors: *Performance-based pay--Case studies.

4-21
Stambaugh, Terry.
An incentive pay success story. **Personnel journal,** 71:48+, April 1992.
Descriptors: *Incentive pay--Case studies / *Bonus system--Case studies.

4-22
What's the best incentive for employees? **HR focus,** 69:22, May 1992.
Descriptors: *Compensation / *Incentive pay / *Financial incentives--Surveys / *Small groups--Pay.

COUNSELING

4-23
Smith, R. Blake.
Information a critical resource in fight against substance abuse. **Occupational health & safety,** 61:57, April 1992.
Descriptors: *Employee assistance programs / *Drug abusers--Counseling / *Alcoholic employees--Counseling.

ELECTRONIC DATA PROCESSING

4-24

Wright, Carol and Linda Friend.

Ergonomics for online searching. **Online,** 16:13-15+, May 1992.

Descriptors: *Electronic data processing personnel / *Human engineering / *Working conditions / *Office layout.

EMPLOYEE CONDUCT

4-25

Kremer, John M. D. and Jenny Marks.

Sexual harassment: the response of management and trade unions. **Journal of occupational and organizational psychology** (Gt. Brit.), 65:5-15, March 1992.

Descriptors: *Sexual harassment--Surveys.

4-26

Lee, Chris.

Sexual harassment after the headlines. **Training,** 29:23-31, March 1992.

Descriptors: *Sexual harassment--Law and legislation / *Employee conduct / *Training courses of study / *Personnel policies.

EMPLOYEE HEALTH AND MEDICAL CARE

4-27

Chenoweth, David.

Controlling healthcare costs through a coalition cost-awareness program. **Occupational health & safety,** 61:42+, April 1992.

Descriptors: *Medical care--Costs / *Cost control--Case studies.

4-28

Edwards, Jeffrey R.

A cybernetic theory of stress, coping, and well-being in organizations. **Academy of Management review,** 17:238-274, April 1992.

Descriptors: *Stress, Psychological--Research / *Stress, Psychological--Theory.

4-29

Laabs, Jennifer J.

Surviving HR burnout. **Personnel journal,** 71:82-90, April 1992.

Descriptors: *Burn out (Psychology)--Case studies / *Personnel directors--Portraits, caricatures, etc. / *Health, Employee.

4-30

Massey, Karlan.

A healthy comeback. **Government executive,** 24:40-41, May 1992.

Descriptors: *U.S. Public Health Service / *Health, Employee / *Physical fitness / Federal government.

4-31

Matthes, Karen.

A prescription for healthier offices. **HR focus,** 69:4-5, April 1992.

Descriptors: *Environmental health / *Computers--Safety measures / *Lighting / *Health, Employee / *Working conditions / *Offices.

EMPLOYEE HEALTH AND MEDICAL CARE (Cont'd)

4-32

Schott, Fred W. and Sandra Wendel.
Wellness with a track record. **Personnel journal,** 71:98-100+, April 1992.
Descriptors: *Health benefit programs--Case studies.

4-33

Wachsman, Barbara E. and Kevin J. Swanson.
Managed health versus managed care: one part of cost management. **HR focus,** 69:11, May 1992.
Descriptors: *Health maintenance organizations--Evaluation / *Medical care--Costs / *Health benefit programs--Evaluation.

EMPLOYEES' COMPENSATION

4-34

Mixon, Franklin G., Jr.
Workers' compensation and OSHA: are both necessary? **Government union review,** 13:37-43, Winter 1992.
OSHA = Occupational Safety and Health Act.
Descriptors: *Employees' compensation / *Safety--Law and legislation.

EQUAL OPPORTUNITY IN EMPLOYMENT

4-35

Chen, Chris.
The diversity paradox. **Personnel journal,** 71:32+, January 1992.
Descriptors: *Equal opportunity in employment.

4-36

The 100 most influential black Americans. **Ebony,** 47:62+, May 1992.
Descriptors: *Afro-Americans--Portraits, caricatures, etc.

ETHICS

4-37

Sonnenberg, Frank K. and Beverly Goldberg.
Business integrity: an oxymoron? **Industry week,** 241:53-54+, April 6, 1992.
Descriptors: *Business ethics.

EXECUTIVES

4-38

Altany, David.
Women managers: a vibrant force. **Industry week,** 241:25-27+, March 2, 1992.
Descriptors: *Women executives--Portraits, caricatures, etc. / *Women executives--Characteristics.

4-39

Beinetti, Peter G.
Spouse programs: developing the 'whole' executive. **HR focus,** 69:24, May 1992.
Descriptors: *Executive families / *Executive development--Case studies / *Family (Sociological unit).

EXECUTIVES (Cont'd)

4-40

Goffee, Rob and Richard Scase.
Organizational change and the corporate career: the restructuring of managers' job aspirations. **Human relations,** 45:363-385, April 1992.
Descriptors: *Executives--Promotion--Research / *Change, Organizational.

4-41

Shoop, Tom.
Succeeding at succession. **Government executive,** 24:36-38+, May 1992.
Descriptors: *Executive succession / *Senior executive service / Federal government.

EXECUTIVES--ABILITIES AND CHARACTERISTICS

4-42

Moretti, Donald M., Carol L. Morken and Jeanne M. Borkowski.
Profile of the American CEO: comparing **Inc.** and **Fortune** executives. **Journal of business and psychology,** 6:193-205, Winter 1991.
Descriptors: *Executives--Characteristics--Comparative studies / *Executives--Abilities--Comparative studies.

4-43

Posner, Barry Z.
Person-organization values congruence: no support for individual differences as a moderating influence. **Human relations,** 45:351-361, April 1992.
Descriptors: *Executives--Attitudes--Research / *Work values--Research.

EXECUTIVES--COMPENSATION

4-44

Byrne, John A. and Walecia Konrad.
Comp committees, or back-scratchers-in-waiting? **Business week,** p. 146-147, May 4, 1992.
Descriptors: *Executive compensation / *Conflict of interest.

4-45

Byrne, John A.
What, me overpaid? CEOs fight back. **Business week,** p. 142-143+, May 4, 1992.
Descriptors: *Executive compensation / *Executive compensation--Statistics.

4-46

Ellis, James E.
'You don't necessarily get what you pay for.' **Business week,** p. 144, May 4, 1992.
Descriptors: *Executive compensation.

EXECUTIVES--RECRUITMENT

4-47

Luden, Ben V.
HR vs. executive search. **Personnel journal,** 71:104+, May 1992.
Descriptors: *Executives--Recruitment.

EXECUTIVES--RESPONSIBILITIES

4-48

Managing troubled workers. **Government manager**, p. 4, May 4, 1992.
Descriptors: *Executives--Responsibilities / *Problem employees / *Performance.

4-49

Sheridan, John H.
Where are the new rules? **Industy week**, 241:27+, February 3, 1992.
Descriptors: *Middle managers--Responsibilities.

EXECUTIVES--SELECTION AND TESTS

4-50

Wiersema, Margarethe F.
Strategic consequences of executive succession within diversified firms. **Journal of management studies** (Gt. Brit.), 29:73-94, January 1992.
Descriptors: *Executive succession--Research.

EXECUTIVES--TRAINING

4-51

Feild, Hubert S. and Stanley G. Harris.
Entry-level, fast-track management development programs: developmental tactics and perceived program effectiveness. **Human resource planning**, 14:261-273, no. 4 1991.
Descriptors: *Management development--Case studies / *Executives--Training--Case studies.

4-52

Hollenbeck, George P.
What did you learn in school? Studies of a university executive program. **Human resource planning**, 14:247-260, no. 4 1991.
Descriptors: *Management development--Study and teaching / *Executives--Training--Case studies / *Universities and colleges--Curricula.

HANDICAPPED

4-53

Kohl, John P. and Paul S. Greenlaw.
The Americans with Disabilities Act of 1990: implications for managers. **Sloan management review**, 33:87-90, Spring 1992.
Descriptors: *Handicapped--Employment--Law and legislation.

4-54

Verespej, Michael A.
Time to focus on the disabilities. **Industry week**, 241:14-15+, April 6, 1992.
Descriptors: *Handicapped--Employment.

4-55

Wagner, Cynthia G.
Enabling the "disabled": technologies for people with handicaps. **Futurist** (World Future Society), 26:29-32, May-June 1992.
Descriptors: *Handicapped--Employment / *Technological innovations.

HEALTH PERSONNEL

4-56

Stanton, Michael.
You're a what? Medical illustrator. **Occupational outlook quarterly**, 35:41-43, Winter 1991-92.
Descriptors: *Health personnel--Career opportunities / *Illustrators--Career opportunities.

HOURS OF WORK

4-57

Coleman, Richard M.
Twelve-hour shift schedules: what you need to know. **HR focus**, 69:16-17, May 1992.
Descriptors: *Hours of work / *Shift work / *Scheduling.

4-58

Matthews, Karen.
In pursuit of leisure: employees want more time off. **HR focus**, 69:1+, May 1992.
Descriptors: *Leisure--Surveys / *Vacations / *Hours of work.

4-59

Pickard, Jane.
The pros and cons of annual hour programs. **Personnel journal**, 71:92-94+, April 1992.
Descriptors: *Hours of work.

INSURANCE, HEALTH

4-60

Focus: health insurance. **Best's review** (life/health insurance edition), 92:36-38+, April 1992.
Contents: Stating the case for health care reform, by Marian Freedman; Now is the time, by Richard W. Osborne; Getting to the point of service, by Paul Fleischacker; A question of commitment, by Frederick H. Eppinger, Nancy T. Lukitsch and Russell K. Nash.
Descriptors: *Insurance, Health.

4-61

Thompson, Roger.
States take lead in health reform. **Nation's business**, 80:18-23+, April 1992.
Descriptors: *Insurance, Health.

INTERNSHIP

4-62

Novack, Janet.
Earning and learning. **Forbes**, 149:150+, May 11, 1992.
Descriptors: *Apprenticeship.

INTERVIEWING

4-63

Roth, Philip L. and James E. Campion.
An analysis of the predictive power of the panel interview and pre-employment tests. **Journal of occupational and organizational psychology** (Gt. Brit.), 65:51-60, March 1992.
Descriptors: *Group interviewing / *Selection--Methods--Research.

4-64

Warmke, Dennis L. and David J. Weston.
Success dispels myths about panel interviewing. **Personnel journal,** 71:120-126, April 1992.
Descriptors: *Group interviewing--Case studies / *Selection--Methods.

JOB ANALYSIS

4-65

Rollins, Thomas and Mike Fruge.
Performance dimensions: competencies with a twist. **Training,** 29:47-48+, January 1992.
Descriptors: *Acceptable level of competence / *Standards of performance--Case studies.

JOB DESIGN

4-66

Campion, Michael A. and Michael J. Stevens.
Neglected questions in job design: how people design jobs, task-job predictability, and influence of training. **Journal of business and psychology,** 6:169-191, Winter 1991.
Descriptors: *Job design--Research.

JOB SATISFACTION

4-67

Hartman, Richard I., Charles R. Stoner and Raj Arora.
An investigation of selected variables affecting telecommuting productivity and satisfaction. **Journal of business and psychology,** 6:207-225, Winter 1991.
Descriptors: *Work at home--Research / *Job satisfaction research / *Productivity--Research.

4-68

Krausz, Moshe and Michal Reshef.
Managerial job change: reasons for leaving, choice determinants, and search processes. **Journal of business and psychology,** 6:349-359, Spring 1991.
Descriptors: *Job satisfaction research / *Executives--Mobility.

LABOR FORCE

4-69

Magnet, Myron.
The truth about the American worker. **Fortune,** 125:48-51+, May 4, 1992.
Descriptors: *Labor force--Statistics--Tables / *Productivity.

LABOR-MANAGEMENT RELATIONS

4-70

Fraser, Bruce.
New diversity in the American workplace: a challenge to arbitration. **Arbitration journal,** 47:5-15, March 1992.
Descriptors: *Arbitration--Administration / *Cross cultural communication / *Group conflict.

4-71

Friedman, Raymond A. and Joel Podolny.
Differentiation of boundary spanning roles: labor negotiations and implications for role conflict. **Administrative science quarterly,** 37:28-47, March 1992.
Descriptors: *Collective bargaining--Research / *Role conflict--Research.

4-72

Labor market institutions and the future role of unions. **Industrial relations,** 31:1-228, Winter 1992.
A symposium.
Partial contents: Introduction: labor market institutions and the future role of unions, by Mario F. Bognanno and Morris M. Kleiner; The future role of government in industrial relations, by Ray Marshall; The challenge of human resources development, by John T. Dunlop; Unions and employment growth, by Jonathan S. Leonard; Future unions, by Joseph D. Reid, Jr.; Comparable worth and factor point pay analysis in state government, by Peter F. Orazem, J. Peter Mattila and Sherry K. Weikum.
Descriptors: *Unions / *Labor-management relations / *Pay rates / *Futures (of society).

4-73

Newton, Lucy A. and Lynn McFarlane Shore.
A model of union membership: instrumentality, commitment, and opposition. **Academy of Management journal,** 17:275-298, April 1992.
Descriptors: *Union members--Research / *Union members--Attitudes.

4-74

Phillips, Deanne G., Jerry A. Cooke and Amy E. Anderson.
A surefire resolution to workplace conflicts. **Personnel journal,** 71:111-114, May 1992.
Descriptors: *Conflict resolution--Case studies / *Industrial relations--Case studies.

4-75

Widel, William E.
Moderating employer-employee disputes. **Supervision,** 53:3-5, May 1992.
Descriptors: *Conflict resolution / *Mediation and conciliation / *Mediators--Characteristics.

LABOR TURNOVER

4-76

Summers, Timothy P. and William H. Hendrix.
Development of a turnover model that incorporates a matrix measure of valence-instrumentality-expectancy perceptions. **Journal of business and psychology,** 6:227-245, Winter 1991.
Descriptors: *Labor turnover--Research.

LEADERSHIP

4-77

Manz, Charles, David Bastien and Todd Hostager.
Executive leadership during organizational change: a bi-cycle model. **Human resource planning,** 14:275-287, no. 4 1991.
Descriptors: *Change, Organizational--Research / *Leadership--Research.

4-78

Moran, Barbara B.
Gender differences in leadership. **Library trends,** 40:475-491, Winter 1992.
Descriptors: *Leadership style / *Women--Characteristics / *Stereotype (Psychology).

MANAGEMENT

4-79

Bowen, David E. and Edward E. Lawler, III.
The empowerment of service workers: what, why, how, and when. **Sloan management review,** 33:31-39, Spring 1992.
Descriptors: *Management methods / *Customer service / *Service industries / *Productivity improvement.

4-80

Geber, Beverly.
From manager into coach. **Training,** 29:25-31, February 1992.
Descriptors: *Coaching / *Team development / *Executives--Utilization / *Obsolescence, Managerial.

4-81

Gordon, Jack.
Rethinking diversity. **Training,** 29:23-30, January 1992.
Descriptors: *Assimilation (Sociology) / *Ethnic groups / *Individuality / *Cross cultural communication / *Management methods.

4-82

Hart, Stuart L.
An integrative framework for strategy-making processes. **Academy of Management review,** 17:327-351, April 1992.
Descriptors: *Strategic planning / *Management--Research.

4-83

Malm, Dallas.
Managing technology. **Supervision,** 53:14-16, May 1992.
Descriptors: *Management methods / *Technology / *Machinery.

4-84

Paich, Milo R.
Making service quality look easy. **Training,** 29:32-35, February 1992.
Descriptors: *Customer service--Case studies / *Quality control / *Service industries / *Banks and banking.

MANAGEMENT (Cont'd)

4-85

Q & A with Harry Levinson. **Training,** 29:37-41, March 1992.

Interview with Harry Levinson, professor of clinical psychology in the department of psychiatry at Harvard Medical School.

Descriptors: *Management / *Psychology, Industrial / *Organizational behavior.

4-86

Rohrer, Robert.

What lies ahead? **Supervision,** 53:6-8, May 1992.

Descriptors: *Business forecasting / *Long-range planning / *Futures (of society).

4-87

Solem, Allen R.

Some applications of problem-solving versus decision-making to management. **Journal of business and psychology,** 6:401-411, Spring 1992.

Descriptors: *Management methods / *Decision theory--Research / *Problem solving--Research.

4-88

Travieso, Charlotte.

An experiment with self-directed work teams. **Government executive,** 24:42-43, May 1992.

Descriptors: *Teamwork--Case studies / *U.S. Department of Agriculture / Federal government.

4-89

Verespej, Michael A.

How to end meeting misery. **Industry week,** 241:51, February 3, 1992.

Descriptors: *Meetings.

4-90

Weber, Joseph.

A big company that works. **Business week,** p. 124-127+, May 4, 1992.

Descriptors: *Management--Case studies / *Decentralization--Case studies.

4-91

Zemke, Ron.

The emerging art of service management. **Training,** 29:36-42, January 1992.

Descriptors: *Management methods / *Service industries / *Customer service / *Quality control.

OCCUPATIONS AND OCCUPATIONAL CHOICE

4-92

Richmond, Kelly.

(For)get a job. **Washington journalism review,** 14:43-45, May 1992.

Descriptors: *Journalists--Employment / *Job search.

OCCUPATIONS AND OCCUPATIONAL CHOICE (Cont'd)

4-93

Stanton, Michael.

Health jobs you might not know about. **Occupational outlook quarterly,** 35:2-11, Winter 1991-92.

Descriptors: *Health personnel--Career opportunities / *Occupations.

OLDER WORKER

4-94

McNaught, William and Michael C. Barth.

Are older workers "good buys"?--a case study of Days Inns of America. **Sloan management review,** 33:53-63, Spring 1992.

Descriptors: *Older worker--Utilization--Case studies.

ORGANIZATIONAL BEHAVIOR

4-95

Fiore, William J., Gregory G. Brunk and C. Kenneth Meyer.

Norms of professional behavior in highly specialized organizations: the case of American zoos and aquariums. **Administration & society,** 24:81-99, May 1992.

Descriptors: *Organizational behavior--Research / *Executives--Attitudes.

4-96

Gist, Marilyn E. and Terence R. Mitchell.

Self-efficacy: a theoretical analysis of its determinants and malleability. **Academy of Management review,** 17:183-211, April 1992.

Descriptors: *Organizational behavior--Research / *Performance--Research.

4-97

Golden, Karen A.

The individual and organizational culture: strategies for action in highly-ordered contexts. **Journal of management studies** (Gt. Brit.), 29:1-21, January 1992.

Descriptors: *Organizations--Climate--Research / *Organizational behavior--Research.

4-98

Hopfl, Heather.

The making of the corporate acolyte: some thoughts on charismatic leadership and the reality of organizational commitment. **Journal of management studies** (Gt. Brit.), 29:23-33, January 1992.

Descriptors: *Organizational commitment--Research / *Leadership--Research.

4-99

Kahn, William A.

To be fully there: psychological presence at work. **Human relations,** 45:321-349, April 1992.

Descriptors: *Organizational commitment / *Organizational behavior--Research.

ORGANIZATIONAL BEHAVIOR (Cont'd)

4-100
Kets de Vries, Manfred F. R.
The motivating role of envy: a forgotten factor in management theory.
Administration & society, 24:41-60, May 1992.
Descriptors: *Organizational behavior / *Management theory / *Motivation.

4-101
Sawyer, John E.
Goal and process clarity: specification of multiple constructs of role ambiguity and a structural equation model of their antecedents and consequences.
Journal of applied psychology, 77:130-142, April 1992.
Descriptors: *Role conflict--Research / *Organizational behavior--Research.

4-102
Yammarino, Francis J. and Steven E. Markham.
On the application of within and between analysis: are absence and affect really group-based phenomena? **Journal of applied psychology,** 77:168-176, April 1992.
Descriptors: *Organizational behavior--Research.

ORGANIZATIONS

4-103
Koberg, Christine S. and Jacqueline N. Hood.
Cultures and creativity within hierarchical organizations. **Journal of business and psychology,** 6:265-271, Winter 1991.
Descriptors: *Organizational structure--Research / *Organizations--Climate--Research.

4-104
McGuire, Jean B.
A qualitiative analysis of dialectical processes in educational organizations.
Human relations, 45:387-410, April 1992.
Descriptors: *Organizational analysis--Research.

4-105
Sackmann, Sonja A.
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